



DEPARTMENT OF THE NAVY
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IN REPLY REFER TO

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SECNAVNOTE 5420
ASN (M&RA)
11 May 1999

SECNAV NOTICE 5420

From: Secretary of the Navy
To: All Ships and Stations

Subj: THE 1998 REPORT OF THE SECRETARY OF THE NAVY'S MARINE CORPS
RESERVE POLICY BOARD (MCRPB)

Ref: (a) SECNAVINST 5420.184D

Encl: (1) The Secretary of the Navy's comments and positions on
the 1998 MCRPB recommendations

1. Purpose. To publish the proceedings of the 1998 MCRPB per
reference (a). The MCRPB met in annual session 12-19 September
1998 and considered the enclosed policy issues.

2. Action

a. The Commandant of the Marine Corps will accomplish
appropriate action on items 98-005 and 98-010 and provide brief,
updated comments on all the enclosed items (except 98-003) to the
Deputy Assistant Secretary of the Navy (Reserve Affairs) (DASN
(RA)) by 27 August 1999. Additionally, ensure widest dissemination
of this notice throughout the Marine Corps Reserve.

b. The Chief of Naval Operations will forward item 98-003 for
consideration to the Navy Uniform Board and provide a brief update
on this item to the DASN (RA) by 27 August 1999.

RICHARD DANZIG

Distribution:

SNDL Parts 1 and 2

MARCORPS PCN 71000000000 and 71000000100

RECOMMENDATIONS OF THE 1998 MARINE CORPS RESERVE POLICY BOARD

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ITEM: 98-001

SUBJECT: Advance Notice by Headquarters Marine Corps (HQMC) for
Marine Reservists Participating on Selection Boards

DISCUSSION: The process to fill selection boards begins with the publication of Marine Corps Bulletin 5420 in September of each fiscal year (FY). This Bulletin outlines membership requirements for the following FY's selection boards. It also tasks specific commands to provide nominees for specific board requirements no later than 60 days before the convening date of each board. HQMC approves board membership and notifies respective commands approximately 30 days before the board convening date. As the convening date approaches, a significant number of Reserve Marines either remove their name from board membership or simply fail to appear on the convening date. Fifty percent of Reserve boards require at least one replacement member immediately before or as the board is convened. Statutory boards require Secretary of the Navy (SECNAV) approval of a modification to the board precept, thereby generating additional last minute administrative action and delays.

A portion of the Reserve attrition from board membership is due to unforeseen, justifiable reasons. However, many removals stem from late notification of selection to members who are then unable to coordinate time-off with their employers or have other commitments.

RECOMMENDATION: The MCRPB recommends HQMC review and make appropriate changes to the current process for selecting and notifying Reserve Board members in order to provide sufficient lead-time for Board members to coordinate their schedules with their employers.

SECNAV COMMENT: Concur. Coordination with HQMC indicates corrective action is being implemented.

ITEM: 98-002

SUBJECT: Delayed Attendance at Military Occupational Specialty
(MOS) Schools.

DISCUSSION: Upon completion of basic training, Marine Reservists attend an MOS producing school to meet their contractual obligation and to fulfill specific Marine Corps Reserve unit Table of Organization requirements. The availability of MOS producing school seats does not always coincide with basic training graduation dates. This disparity results in a gap of up to several months before commencement of formal MOS school training.

Generally, a Marine is released from active duty after basic training until his or her school seat becomes available. This gap causes a hardship for the Selected Marine Corps Reserve (SMCR) Marine in that it is difficult to attend college, attain employment, or acquire medical coverage while awaiting a school seat. Should the Reservist enroll in college or attain employment, this often results in the Marine not being available when the school seat becomes available. MOS qualification is critical to readiness and mobilization, as well as retention. Additionally, unit and Marine Corps Status of Readiness and Training System (SORTS) reporting is downgraded, and the Marine is disadvantaged in promotions.

RECOMMENDATION: The Marine Corps Reserve Policy Board recommends that Headquarters Marine Corps (HQMC) review the current SMCR MOS qualifying formal school assignment procedures, and related SORTS issues, and establish a policy which reduces excessive delay between basic training and formal MOS school attendance where possible.

SECNAV COMMENT: Concur. Coordination with HQMC (M&RA) indicates corrective action is being implemented.

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ITEM: 98-003

SUBJECT: Fleet Marine Force (FMF) Insignia

DISCUSSION: Naval personnel assigned to FMF units face unique challenges and specialized training opportunities in these assignments. The skill and knowledge required to serve in these critical assignments are among the most challenging in the Naval Service. Throughout the years, Sailors have shared in the *esprit de corps* of Marines, serving together anywhere, anytime, and anyplace. There is no specific recognition for their invaluable contribution to the Navy-Marine Corps team. The United States Navy has a well-established policy of utilizing breast insignia for specialized skills similar to FMF assigned Sailors. The establishment of an FMF breast insignia would recognize the specialized training and invaluable contribution of Sailors serving in the FMF.

RECOMMENDATION: The Marine Corps Reserve Policy Board strongly recommends that an FMF breast insignia be established and that this item be referred for consideration to the Navy Uniform Board.

SECNAV POSITION: The Chief of Naval Operations will ensure this item is forwarded for consideration to the Navy Uniform Board and will provide a status report to the Deputy Assistant Secretary of the Navy (Reserve Affairs) by 27 August 1999.

ITEM: 98-004

SUBJECT: Joint Professional Military Education (JPME) and the
Implementation of Distance Learning (DL)

DISCUSSION: Currently the Armed Forces Staff College does not have adequate school seats to complete training of active duty staff serving with the Commanders in Chief (CINCs). Liaison with the college revealed that the significant shortfall in capacity for student throughput is primarily the result of time and space limitations. DL is a potential solution that is being exploited in many civilian universities throughout the country. The same elements of DL currently being extensively used in civilian schools and universities can be applied to JPME. Distributed knowledge-based education will reduce the need for classrooms, cut the amount of time personnel are away from their units, efficiently utilize more of the Reserve force, and reduce the total cost of training. DL and computer networks would significantly reduce the manpower resource requirements, resulting in significant fiscal savings. Projected savings and better business practices could be applied to the DL implementation to develop and maintain a dynamic JPME Program. The Armed Forces Staff College is a center of excellence for Joint Education. It facilitates the spirit of jointness per the Department of Defense Reorganization Act of 1986. By embracing DL, the Staff College could extend its reach and enhance support to the CINCs.

RECOMMENDATION: The Marine Corps Reserve Policy board recommends that this issue be passed to the Reserve Forces Policy Board for consideration and possible action.

SECNAV COMMENT: Concur. The Secretary of Defense (SECDEF) has directed the Reserve Forces Policy Board to address this issue, per the SECDEF memorandum of 11 January 1999 (NOTAL).

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ITEM: 98-004A

SUBJECT: Incorporation of Distance Learning (DL) to minimize Military Occupational Specialty (MOS) mismatch and improve Status of Resources and Training System (SORTS) Reports.

DISCUSSION: The Marine Corps Reserve faces the recurring issue of Occupational Specialty mismatch as it relates to readiness. Issues range from a shortage of available course seats to the extended length of some MOS courses. DL is a potentially viable and cost-effective alternative which may assist in meeting Reserve training needs.

There are many educational and industrial DL programs that are adaptable for military use. Many prestigious universities offer many types of DL, including video-tele-conferencing (VTC), interactive courseware (CD) and commercial Internet-based DL. The spectrum of alternative models for the Marine Corps and Navy to emulate seems vast and grows daily.

The impact on readiness due to MOS mismatch is direct and significant. Current SORTS reporting for the Reserve indicates a 20 percent - 40 percent deficiency in training readiness from MOS mismatch. MOS mismatch is often due to the non-availability of resident courses or resident courses being too long for Marine Reserve attendance due to civilian obligations. DL can alleviate these limitations and significantly reduce MOS mismatch as an issue.

Some skill sets require hands on, practical demonstration of skill. The DL element should be a preparatory action before resident practical training occurs leading to certification in such skills as Aviation Electrician or Jet Engine Mechanic. DL should facilitate shortened time required at the schoolhouse, which is the critical factor for most drilling reservists.

RECOMMENDATION: The Marine Corps Reserve Policy Board recommends that the Secretary of the Navy endorse a policy that aggressively pursues DL as a key medium for knowledge-based military training and education.

SECNAV POSITION: Concur. I strongly support DL initiatives.

ITEM: 98-005

SUBJECT: Involuntary Assignment to Active Duty for
Unsatisfactory Drill Participants

DISCUSSION: Title 10, U.S. Code, Section 12303, as amended, authorizes the President to order to active duty for up to 24 months members of the Ready Reserve who have not fulfilled their Military Service Obligation (MSO). This authority was delegated to the Secretary of Defense by Executive Order 11366 of 11 January 1996 (NOTAL) and was further delegated by DoDINST 1215.18 to the Service Chiefs. In addition, Executive Order 11366 specifically requires that appropriate consideration be given to the individual's family responsibilities and civilian employment. The Marine Corps exercised its authority, prior to 1994, to involuntarily recall selected Reservists who did not fulfill their MSO successfully.

The Selected Marine Corps Reserve (SMCR) incurs an average attrition of 2,400 Reserve Marines per year for unsatisfactory drill participation who subsequently are administratively processed, with many resulting in early discharges. These discharges result in increased financial cost associated with recruiting and training and a decrease in unit morale which manifests itself in reduced readiness. With few alternatives, Reserve commanders are frequently faced with recommending an Other than Honorable (OTH) discharge for these Marines. Although evidence is largely anecdotal, analysis of the effectiveness of past implementation of the involuntary recalls of unsatisfactory participants indicates a positive effect on retention. Equally important is that the majority of the young Marines ordered to Involuntary Active Duty for unsatisfactory participation eventually completed their MSO and received Honorable Discharges. The Commandant of the Marine Corps (CMC) has stated that authorization of Involuntary Active Duty for unsatisfactory drill participation is anticipated to reduce unplanned attrition in the SMCR by 50 percent. In a time of shrinking fiscal resources and a competing economy, it is critical that the maximum number of options be made available to unit commanders to retain trained personnel for mobilization.

Headquarters Marine Corps (HQMC) has proposed a 1-year test of selective involuntary activations. Unit commanders will recommend individuals for activation to HQMC, taking into account

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the family and employment situation and mobilization potential of each Reservist. Activated personnel will be required to serve at their home training center for up to 90 days. At the end of 1-year, CMC will submit a comprehensive analysis of data collected during the test year.

RECOMMENDATION: The Marine Corps Reserve Policy Board recommends that the Secretary of the Navy authorize the proposed 1-year test requiring CMC to submit a comprehensive analysis of data collected during the test year.

SECNAV POSITION: Non-concur. Coordination with HQMC (M&RA) indicates this issue requires additional study. An update on this matter will be provided by HQMC to the Deputy Assistant Secretary of the Navy (Reserve Affairs) by 27 August 1999.

ITEM: 98-006

SUBJECT: Reserve Component Accessibility for Operations Tempo
(OPTEMPO) Relief

DISCUSSION: Accessibility of the Reserve Component for OPTEMPO relief is a mission of Marine Forces Reserve. During Operation Sea Signal in 1994, elements of the 4th Marine Division supported the Haiti personnel displacement to Guantanamo with three rifle companies for a period of approximately 90 days. No Presidential Selected Reserve Call-up (PSRC), per Title 10, U.S. Code, paragraph 12304, was granted for Operation Sea Signal. This was a voluntary recall, per Title 10, U.S. Code, paragraph 12301(d). Selected Marine Corps Reserve (SMCR) participants volunteered for 40-day increments on Active Duty Special Work (ADSW) orders. The effects on Reserve Component readiness and Total Force potential have yet to be evaluated. Analysis is desired to measure continued reserve affiliation, participation in subsequent deployments, family impact, loss of employer support and other variables as they impact OPTEMPO relief by the Reserve Component. The analysis should focus on this extended use of Reserves on a volunteer basis, to determine whether extended active duty impacts retention. Evaluation of this data will provide a statistically significant representation of the accessibility of the Reserve Component to support the Active Component for OPTEMPO relief short of a PSRC.

RECOMMENDATION: The Marine Corps Reserve Policy Board recommends Headquarters Marine Corps (HQMC) conduct an in depth analysis to determine the effect of OPTEMPO relief on SMCR retention.

SECNAV COMMENT: Non-concur with recommendation to direct HQMC to conduct additional analysis. I recognize the Commandant's existing effort to utilize exit surveys to capture relevant data. Continuous analysis of these surveys is encouraged.

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ITEM: 98-007

SUBJECT: Reserve Liaison Officer (RLO) School for Force
Assignments

DISCUSSION: RLOs have a difficult job which requires special training and education to fulfill their role on the staff of a Commander in Chief (CINC). RLOs can facilitate the seamless integration of Reserves into CINC operation plans, contingency plans, and exercises. The role of the CINCs in the Nation's military planning efforts requires that our RLOs be fully prepared to knowledgeably interact with key staff sections on the CINC staffs and be able to effect employment of the Reserve Component in the Total Force. The formation of a school for RLOs to standardize the knowledge base of the officers and increase their contribution to the Marine Force Commander was considered. The concept of RLO training has merit. However, a simpler, more cost-effective method of accomplishing the same task would be to send each perspective RLO to the Commander Marine Forces Reserve (MARFORRES) and Headquarters Marine Corps (HQMC) for staff briefs. Staff briefs at MARFORRES and HQMC would focus on the processes in which an RLO becomes involved. The net result of the training would be RLOs equipped to respond to the CINC and facilitate the objectives of the Commander MARFORRES to further support the gaining command. Additionally, it is desirable that RLOs be graduates from full length Command and Staff College or from a Top Level School. These graduates have not only withstood the rigors of selection to these schools, but have also completed extensive formal strategic and operational level training.

RECOMMENDATION: The Marine Corps Reserve Policy Board recommends HQMC implement the selection criteria and provide the recommended training set forth in the discussion.

SECNAV COMMENT: Non-concur with recommendation to direct Marine Corps assignment policies. I recognize the challenge of placing trained personnel in joint billets and acknowledge ongoing Marine Corps efforts to manage this process.

ITEM: 98-008

SUBJECT: Employment of the Reserve Component (RC) to Administer
the Active Duty Separation Process

DISCUSSION: The Commanding General, Marine Corps Reserve Support Command (MCRSC) currently staffs transition centers at Camp Lejeune, Camp Pendleton, and at smaller bases and stations in the United States, and Okinawa with Active Reserve Transition Recruiters. These recruiters provide Reserve information briefs to Marines during Transition Assistance Management Program (TAMP) processing. MCRSC reports that in FY98 only 22,000 of the 30,000 Marines leaving active duty received a briefing on available opportunities in the Reserve. All separating Marines should be briefed on the Marine Corps Reserve. Prior service Marines are critical to maintaining manning levels and providing vital technical expertise to the Reserve Component and, therefore, to Total Force Structure. Current TAMP procedures are not oriented to support Total Force recruiting objectives. An alternative to current procedures would be the establishment of separation centers at each of the major USMC bases and stations. These centers would be manned by Active Reserve (AR) Marines, and be assigned to the base, or where appropriate, the resident Reserve Support Unit (RSU). These separation centers would assume responsibility for processing all Marines as they leave active duty, thereby relieving active duty commanders of this administrative burden. The separation centers would become experts on Marine Corps separations and ensure that all separating Marines receive a broader understanding of their new status. In addition to a review of benefits rated at separation, Marines would also receive a Reserve brief and be presented the opportunity to join a Reserve unit. Manning these centers could be viewed as a significant challenge for the AR program, however, the current Transition Recruiters and RSUs could be used as the platform from which to build an effective program. The increased use of prior service Marines at these centers would achieve reallocation of manpower resources and reduction of quota requirements for Prior-Service Recruiters.

Additionally, automation of the paper-intensive separation process could reduce the manning requirement for these centers.

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RECOMMENDATION: The Marine Corps Reserve Policy Board recommends that the Marine Corps place the responsibility for administering Marines separating from active duty with MARFORRES. MARFORRES would establish separation centers manned by AR and Reserve Marines at each of the major USMC bases and stations. These procedural and structural changes are recommended for DoD-wide implementation, in keeping with the Secretary of Defense's goal of reducing barriers to Total Force integration.

SECNAV COMMENT: Non-concur with the recommendation to direct the Marine Corps to alter current separation processes. Ongoing initiatives by the Marine Corps are leveraging manpower to modify recruiting procedures and enhance Marine Corps Reserve accessions.